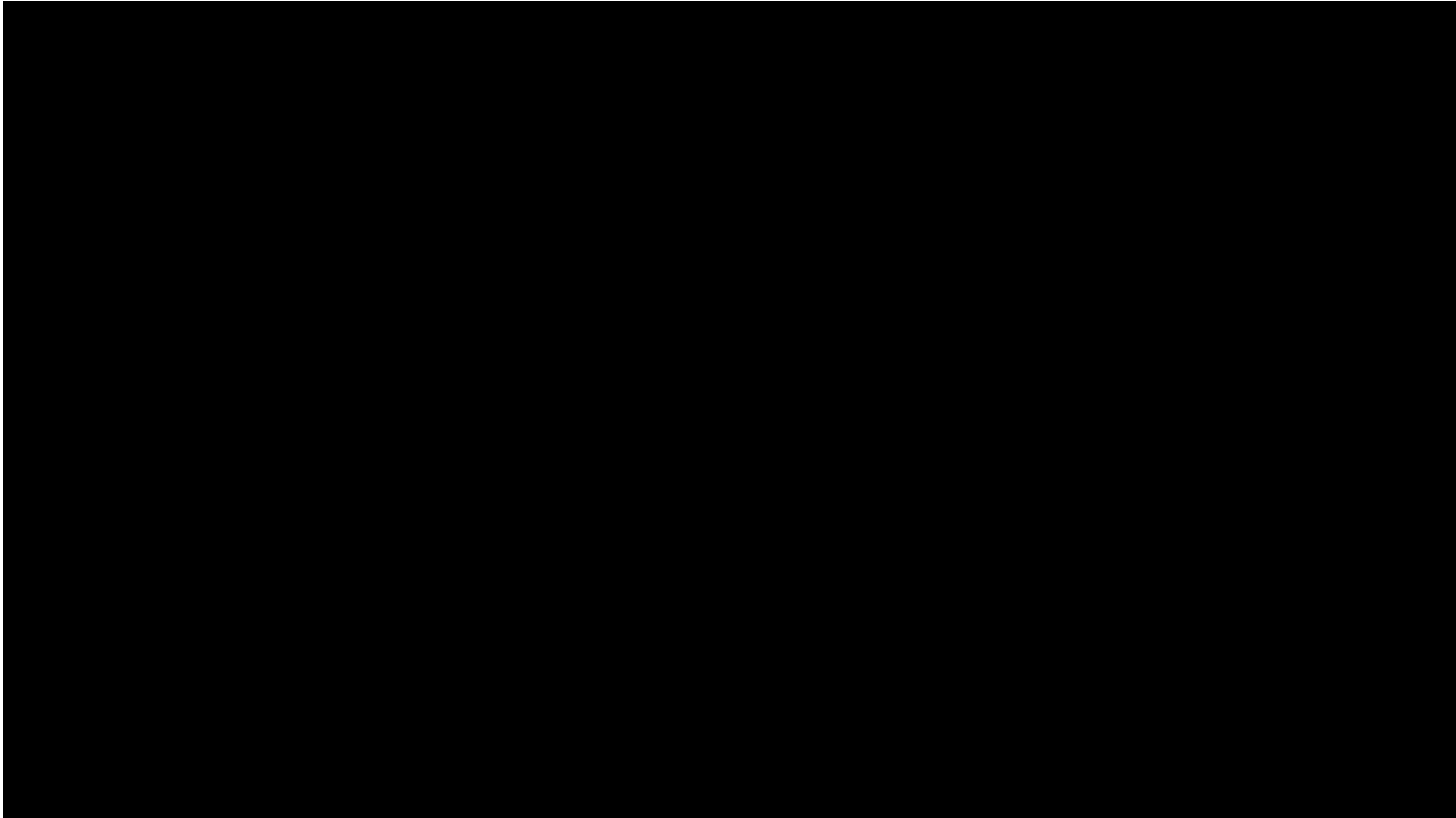

LEADING THROUGH DISRUPTIVE CHANGE

DECEMBER 5, 2019

CHRISTINE POULIOT, PCC, CPCC



The Business Architecture Summit



ABOUT ME

- 30+ years Global Information Technology Leader
- Teams >300 employees/contractors across 6 continents
- Led major global outsourcing and transformation
- Led global acquisition integration
- Managed budgets >\$40mm USD
- Lived and worked abroad
- Certified Executive Coach





"I believe we CAN create an environment where leaders, managers and employees can navigate disruptive change and achieve positive results when we recognize and honor the human and emotional impact. "

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Perceptions of Change

What goes wrong

Keys to success

Stakeholder Voices

Change Leadership

PERCEPTIONS OF CHANGE



What are key factors that have led to failure of changes in the past in your organization?

Ambiguity

Resistance

Turnover

Lack of Communication

Change Fatigue

Fear

Why?

Distraction

HBR – KRAFT HEINZ’S RESTRUCTURING – 9/2019

- Biologically hardwired to respond to threats
- Change initiatives represent a threat, triggering a strong “survive” response in the brain.
- Fear, uncertainty, and anger fuel distrust in management and narrow all focus to eliminating the threat
- Ambiguity is the greatest source of anxiety



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What are key factors that have led to success of changes in the past in your organization?

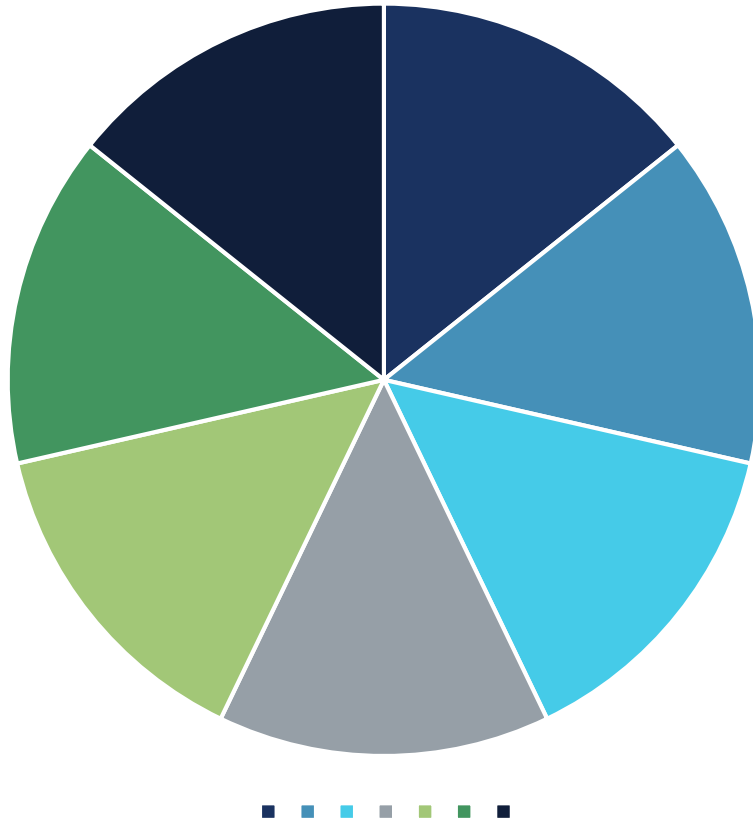
Transparency **Empathy** **Listening**
Clarity **Personal**
Frequent Communication
Understanding the path
Curiosity **Coaching**

DEEP DEMOCRACY

- All voices, states of awareness and frameworks of reality are important
- An attitude that focuses on the awareness of voices that are both central and marginal
- A deeper level of dialogue and inclusiveness that makes space for all people as well as all various and competing views, tensions, feelings and styles of communication

* Leader as Martial Artist (Mindell, 1992)

Stakeholders



WHICH
VOICES
MATTER?

STAKEHOLDER ANALYSIS

Check the
Box

- Spreadsheet with named stakeholder groups

Think about
them

- Stand in their perspective

Ask Them

- Get curious, get engaged

Board
C-Suite

Customers

Back Office

WHO ARE MY STAKEHOLDERS?

General Managers
Remote
HQ

Operations

Supervisors

Suppliers
Associates
Sales

EXPLORING THE VOICES

What is it like standing here?

What do I know about this change?

What concerns me?

What are my fears?

What do I need to know?

What excites me about this change?

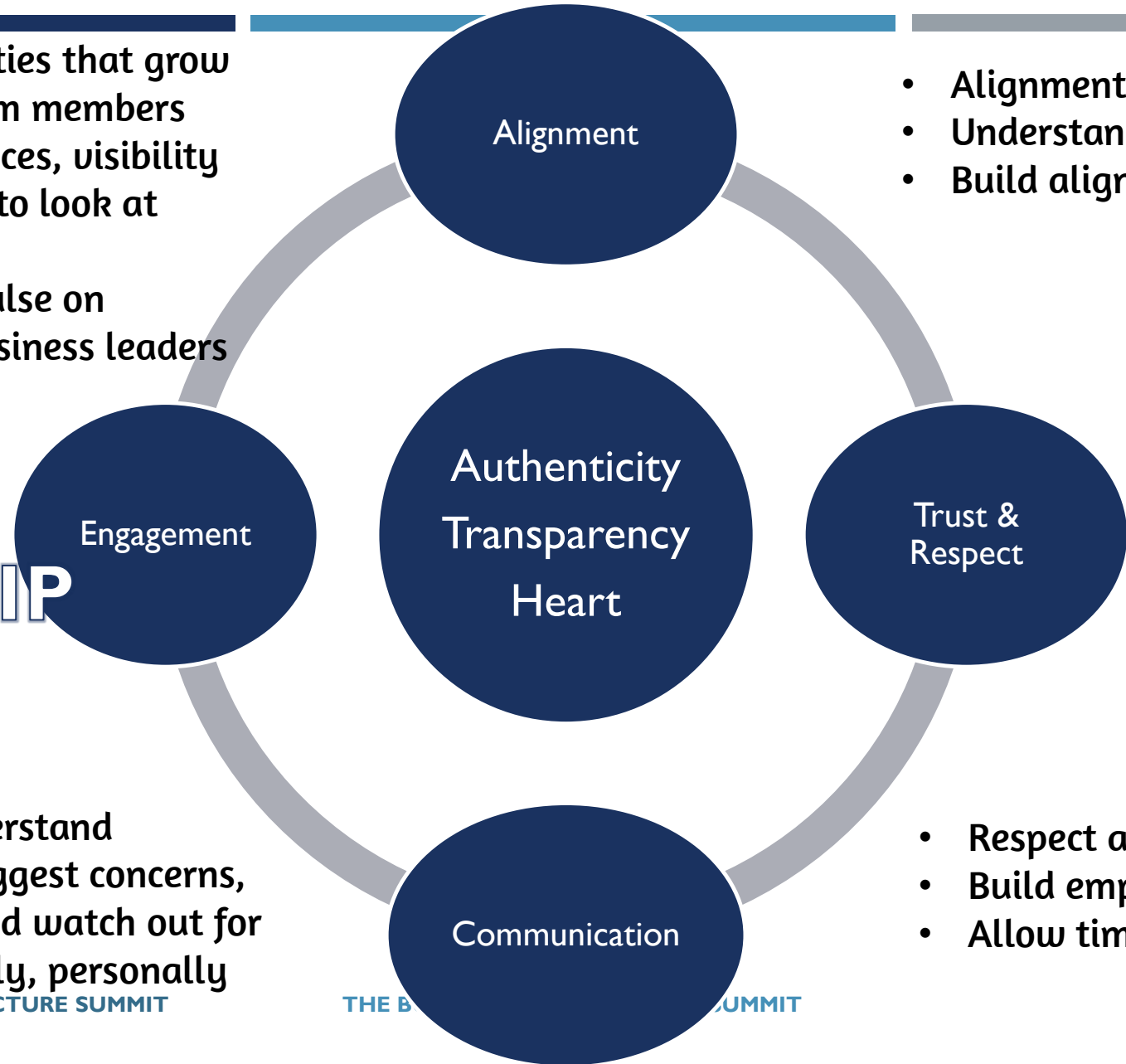
What questions do I have?

What support do I need?

- Provide opportunities that grow the individual team members
- Learning, experiences, visibility
- Coach individuals to look at what's possible
- Keep consistent pulse on employees and business leaders

- Alignment vs Agreement
- Understand business goals
- Build alignment around intent

CHANGE LEADERSHIP



- Face time
 - Listening to understand
 - Seek to learn, biggest concerns, things to plan and watch out for
- Engage frequently, personally

- Respect and recognize contribution
- Build empathy
- Allow time for grief

KEY POINTS

Change is messy, emotional and personal

Preparing leaders up front with the right skills increases success

Taking time to “stand in the shoes” of each stakeholder deepens our ability to lead them through disruptive change

Coaching skills and behaviors increase empathy

Empathy builds trust

Trust strengthens engagement, retention and productivity

Coaching supports your success in Organizational Change

Questions and Comments?

Evocent Leadership Development

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<https://hbr.org/2019/09/the-missing-ingredient-in-kraft-heinzs-restructuring>

